

REPORT OF THE  
**SCC/ICA FOLLOW-UP SEMINAR**  
(SOUTH EAST ASIA)

NEW DELHI, INDIA  
FEBRUARY 2-12, 1969

JOINTLY ORGANISED BY

SWEDISH COOPERATIVE CENTRE  
c/o KF  
Fack, Stockholm-15. Sweden

INTERNATIONAL COOPERATIVE ALLIANCE  
RO & EC for South-East Asia  
43 Friends Colony, New Delhi-14. India

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R E P O R T

OF

THE SCC-ICA FOLLOW-UP SEMINAR (SOUTH-EAST ASIA)

New Delhi, India

February 2 - 12, 1969

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Fack  
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INTERNATIONAL COOPERATIVE ALLIANCE  
Regional Office & Education Centre  
for South-East Asia  
43, Friends' Colony, New Delhi,  
India.

gs/February 19, 1969.

SCC-ICA FOLLOW-UP SEMINAR (SOUTH-EAST ASIA)  
International Cooperative Alliance  
Regional Office & Education Centre  
for South-East Asia  
43, Friends' Colony, New Delhi-14, INDIA

R E P O R T

SCC-ICA FOLLOW-UP SEMINAR (SOUTH-EAST ASIA)  
New Delhi, India, February 2 - 12, 1969

1. Introduction

A Follow-up Seminar of selected Asian participants who had attended seminar held in Stockholm by the Swedish Cooperative Centre, was organised in New Delhi from 2nd to 12th February 1969. The seminar was jointly organised by the Swedish Cooperative Centre and International Cooperative Alliance, Regional Office and Education Centre for South-East Asia. Thirteen participants from Ceylon, India, Japan, Malaysia, Nepal, Pakistan, Philippines and Thailand participated in the seminar. The programme had centred on discussions in groups and plenaries of the subject areas listed below :

- i. Categories of cooperative workers to be trained abroad;
- ii. Special need of foreign training in view of requirements of these categories.
- iii. Subject areas to be studied in Sweden.
- iv. Future forms of seminars and courses, education methods and follow-up activities to be carried out by the Swedish Cooperative Centre.

In addition, the seminar had the benefit of lectures on cooperative marketing theory by Prof. K.F. Svardstrom of Uppsala University in Sweden, recent developments in cooperative training at Var Gard by Mr Gunnar Dahlander, Principal, Var Gard, Sweden; training of Indian cooperative personnel abroad by Mr Brahm Perkash, General Secretary of NCUI; and cooperative development and its problems in

India by Mr B.K. Sinha, Member-Secretary, Committee for Cooperative Training, (National Cooperative Union of India), New Delhi. Brief introductions on the Swedish Cooperative Centre and the ICA Regional Office and Education Centre were also provided by Mr Alf Carlsson, Director, Swedish Cooperative Centre, Stockholm and Mr J.M. Rana, Director, ICA Education Centre, New Delhi respectively.

The seminar was inaugurated by Mr B. Venkatappiah, Chairman of the Advisory Council for ICA Regional Office and Education Centre. The inaugural function was presided over by Mr P.E. Weeraman, ICA Regional Officer for South-East Asia. His Excellency, Professor Gunnar Becköcher, Ambassador of Sweden in India, and Mr Brahm Perkash, General Secretary of the National Cooperative Union of India, were present at the opening function of the seminar.

## 2. Requirements of Cooperative Training Abroad

Education and Training are of crucial importance for cooperative education and training facilities are developed to some extent in all countries of the Region. It is felt that these training facilities should be fully and effectively utilized by the various movements, before individuals are sent out for further training abroad. The programmes of training abroad must therefore be carefully worked out by the movements in the Region. Inadequacies within the domestic training facilities should be conveyed to the offering countries for their guidance to receive some additional contribution which could be had only through foreign training facilities. In this context reference was made to the report of the International Conference on Cooperative Education convened in New Delhi between February

16-23, 1968 in which the need for bridging the communication gap between the offering and deputing countries was stressed. This view was also emphasized by Mr Brahm Perkash in his lecture on "Training of Indian Cooperative Personnel abroad".

The seminar felt that training abroad would be useful on account of the inadequate availability of theoretical and practical knowledge with regard to the techniques of management and the technical operations of cooperatives in different fields of economic activity. In addition to filling in these gaps, training abroad would be useful as such training exposes the participants to different types of structural organisations and parliamentary systems of cooperative movements etc. than those obtaining in their own countries and to cooperative developments in a different environment. This would thus open up before them new areas in which cooperative activities could be developed as well as different managerial and operational techniques which cooperators in foreign countries may be practising. Further, training abroad would be helpful especially in learning about methods adopted by foreign movements to tackle problems similar to those faced by the participants' own movements, and modes of providing technical services of a nature required in their movements as well as pit-falls experienced by the cooperative movements elsewhere. Finally, the exchange of experiences among the participants themselves is of great value in the learning process and helps in forging closer links among the various movements in the Region.

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The three groups which were formed on a sub-regional basis were asked to indicate the fields of cooperative activities in which training abroad was required. The groups' suggestions are given below in order of priority in respect of different movements.

Nepal and India :

1. Agricultural Cooperation
  - a) Marketing
  - b) Processing (activities such as food-grains, oil seeds, milk, fruits and vegetables, meat and poultry.)
2. Non-agricultural Cooperation
  - a) Consumer Cooperatives
  - b) Fisheries Cooperatives
  - c) Industrial Cooperatives
  - d) Housing Cooperatives

Ceylon and Pakistan

- i. Agricultural cooperatives including multi-purpose cooperatives (credit, supplies, services and marketing).
- ii. Consumers Cooperatives
- iii. Small-scale industrial cooperatives
- iv. Large-scale cooperative industrial enterprises.

Philippines, Malaysia, Thailand and Japan

- i. Consumer Cooperatives.
- ii. Agricultural cooperatives including production, marketing and credit activities.
- iii. Housing and Insurance Cooperatives.
- iv. Credit and Banking Cooperatives.
- v. Industrial Cooperatives.

All the three groups were agreed that cooperative education should be given high priority for training abroad. In this context, the seminar emphasised the importance of training of trainers to train the various categories of personnel employed by the movement in its different sectors.

### 3. Selection of participants for foreign training

It was felt that formal study training should not be given to persons who are below the level of senior Executive Officers, whether they be in cooperative organisations or in the Government.

In selecting the participants for foreign training, it was suggested that care should be taken to select only those persons in leading positions who have sufficient working experience and have the necessary authority to implement new ideas, or who have the possibility of influencing policies. Persons suitable for foreign training in order of priority should be from the national level, the State level and the District level cooperative organisations including those from primaries operating on a large-scale. It was also felt that the experienced personnel in the Cooperative Department should get high consideration for training in view of the vital role played by governments in cooperative development in the Region.

From Cooperative organisations the candidates to be selected should be the Chief Executives, the second in command and/or Departmental Heads having managerial tasks, and lay persons who have leadership positions in cooperative organisations. Officers who are at the directing level such as the Registrars of Cooperative Societies, and senior officers of the Cooperative Department should also be included for foreign training.

Other categories of cooperative workers to be covered by foreign training should include teachers of cooperative training colleges, Cooperative Education Officers and those leaders and employees who are "coming men".

Training of executive personnel from cooperative organisations should be in the various fields and techniques of management including, for instance, planning, purchasing of commodities, sales, financial and personnel management. In the field of consumer cooperatives, it was suggested that the training for managerial staff should be particularly in the fields of market research, purchasing, retailing, display, sales promotion and financial control. The cooperative departmental personnel could with advantage be given training with regard to broad lines of future development including organisational structure and techniques of management. Teachers of Cooperative Training Colleges and Cooperative Extension Officers may be given training in techniques of teaching including Audio-Visual Aids and specific training in their subject areas.

While it was felt that study tours may be included in the training programmes for the various categories of personnel there were some categories of personnel for whom main reliance may be placed on study tours. These categories would include Cooperative Leaders who occupy elected positions in national and regional cooperative organisations and heads of cooperative departments or their deputies. Varying durations were suggested by different groups, but the general opinion appeared to be in favour of short study tours geared to specific requirements. The period of study tours may range from two to eight weeks. These study tours should have the aim of providing an appreciation of the policies and developments in the advanced cooperative movements which may have relevance to cooperators participating in the study tour programmes. Study tours may also be arranged for individual outstanding cooperators at grass-root level.



The seminar suggested that it is essential to ensure that the participants who have undergone foreign training should be available for work within their own movements for a reasonable period of time, as for example, about three years after their return. Also, the participants selected should be in such an age group that the movement can look forward to several years of service after their return. The person selected should be such that he is in a position to absorb both academically and language wise, the knowledge to be obtained from a foreign movement. It was suggested that some arrangement be made whereby guarantees are provided by the sponsoring organisations for the participants to remain in cooperative service for some reasonable time after completion of their training abroad.

#### 4. Training facilities to be provided by the Swedish Cooperative Centre

The seminar gives the highest priority for training requirements of agricultural cooperation in South-East Asia, it being the most important cooperative activity, at present and for a foreseeable future. Other fields of training requirements should be Consumer Cooperation, Cooperative Education, Housing Cooperatives, Insurance Cooperatives and Cooperative Industrial Enterprises.

After having located the training needs of the cooperative movements in the Region, and what additional training facilities are needed from outside the Region, the seminar turned its attention to training facilities that could be provided from Sweden to meet some of these needs.

##### 4.1 Agricultural Cooperation

The following subject areas should be given preference by the Swedish Cooperative Centre in organising training programmes for cooperators from South-East Asia.

#### 4.2 Agricultural supply and marketing

This training should include a detailed study of the present set-up and work organisation of the various branches of Swedish Agricultural Cooperative Movement. It should deal with the supply of inputs, provision of agricultural extension, supply of farm equipment and servicing, receipt of agricultural produce, grading, storing, processing and sales.

#### 4.3 Dairy Cooperatives :

This should include study of development and standardization of products for a common national brand, rationalization of market and distribution arrangements throughout the country, improvement of cattle breeding, processing of milk and milk products and the importance of use of milk recording system. In this context, the well-known Amul Dairy in Gujarat in India was referred to as a suitable object of study within the Region.

#### 4.4 Meat and Poultry :

This should include study of Animal breeding, rearing, collection, slaughter, processing and marketing.

#### 4.5 Cooperative Banking :

Agricultural Credit Cooperation was mentioned as a subject of study for cooperative leaders from South-East Asia, because of the paramount importance of agricultural cooperative credit within the Region of South-East Asia. The seminar emphasised the possibilities of studying the particular fund-raising aspects of the agricultural credit cooperatives and loaning operations of cooperative banks for marketing, processing and other agricultural cooperatives.

The seminar also mentioned the great differences that exist between the set-up and functioning of agricultural cooperative credit in Sweden and in various countries of South-East Asia with regard to financing of farmers for agricultural operations. In view of this the relevance of the specific experiences which could be provided by Swedish cooperation in this particular field was limited to certain areas.

5. Consumer Cooperation :

It was stated that in most countries of South-East Asia Consumer Cooperatives have been a weak link in the cooperative set-up. In view of the special experiences in Sweden in the field of Consumer Cooperation, it was suggested that cooperative leaders at various levels could preferably be sent to Sweden for training in the field.

Considering the present stage of development in Consumer Cooperative Movement in South-East Asia, it was stated that more emphasis should be placed in such training programmes on distribution of foodstuffs. Training should be given in the various fields of consumer cooperative activities with emphasis on practical aspects. The following examples of areas were suggested to be included in a training programme referring to management of consumer cooperatives: market research, purchasing, wholesale distribution and prepacking, retailing, display, sales promotion, financial management, accounting and auditing.

The Consumer Cooperative Movement is highly developed in Sweden. It was emphasised that a large part of the experience could, with proper adaptation to the special circumstances prevailing in the Region, be applied with great benefit.

6. Other branches of Cooperative Movement in Sweden :

Other branches of the Cooperative Movement in Sweden in which training facilities could be provided are the following ones : Housing Cooperation, Insurance Cooperation and Cooperative Industrial Enterprises.

It was observed that training could be provided in Sweden only in respect of major industrial enterprises. Such Industrial enterprises very often e.g. being subsidiaries of apex cooperative organisations, differ from the concept of Industrial Cooperatives as it is understood in South-East Asia. Thus, Sweden may provide a very limited area of experience relevant to the needs of the Region in the field of Industrial Cooperatives.

The relatively advanced stage of Insurance and Housing Cooperation in Sweden should provide an excellent opportunity for training of cooperators in these two fields. Both these branches of Cooperative Movement, with a few important exceptions within the Region of South-East Asia, are relatively under-developed. Both Housing and Insurance Cooperatives provide, according to the seminar, potential areas of cooperative activity in South-East Asia. Taking into consideration that almost all the countries in this Region are thickly populated, Housing Cooperation may especially provide a device to solve the serious housing problem for the large masses of the population, within the Region.

7. Duration of training programmes :

The consensus of the Seminar was that the duration of the training programmes provided by the Swedish Cooperative Centre should be of a period between 8 and 12 weeks, and a recommendation was made that this

seminar should be in specific and specialised fields and should be intensive in character.

8. Pre-Seminar Preparation

8.1 If possible, some correspondence courses should be developed to orient the participants to the Swedish cooperatives after their selection has been made. In any case, selected participants should be furnished in advance with basic information material about the cooperative development in Sweden and with other material to be studied in preparation for training in Sweden.

8.2 Selection of participants must be made sufficiently in advance. The participants should be, by and large, of the same level both in educational background and in the position they occupy in the cooperative movement (whether on the government side or on the non-official side), and they should either be directly engaged in or likely to be assigned to the field of at least one of the main subject areas to be studied under the seminar.

8.3 To facilitate implementation of the newly acquired experience by the participants, it was suggested that the cooperative leaders, if visiting Sweden, should be given opportunities of making study tours in the same fields in which their executives are being trained at the seminar in Sweden.

8.4 It was also suggested that the participants should also prepare written statements covering their background experiences, problems faced by them in the course of their cooperative work and the problems on which they require guidance from foreign experience. This should be done well in advance before the start of the seminar.

9. Education Methods :

The following methods were suggested for utilization by the Swedish Cooperative Centre in its training programmes :

9.1 Introductory Sessions:

The background statements prepared by the participants before their joining the seminar should be circulated among the resource persons, participants and others who are to be associated with the seminar. The seminar may start with the presentation of these statements by the participants with brief oral introduction.

9.2 Lecture-cum-Discussion method.

9.3 Audio-visual aids, including demonstration of equipment and methods.

9.4 Group discussions and syndicate studies on subjects of common interest, followed by plenary sessions.

9.5 Case studies on various aspects of cooperative development particularly related to the conditions prevailing in South-East Asia.

9.6 Study visits and field trips.

9.7 Individual assignments and on-the-job training.

9.8 Panel discussions and debates on selected subjects.

9.9 Reading assignments with provision of library facilities and time.

9.10 Evaluation sessions at appropriate stages.

9.11 Writing of reports and their follow-up

10. Follow-up activities

10.1 The seminar organised by the Swedish Cooperative Centre may be continued for a period of one to two weeks at a location within the Region of South-East Asia, preferably where an Asian model could be studied. Such a continuation seminar may be jointly arranged by

the Swedish Cooperative Centre and the ICA Regional Office and Education Centre.

10.2 Representatives of the sponsoring organisations and participants in seminars in Sweden could be invited to these seminars.

10.3 An Information Bulletin could be issued at suitable intervals, for example, twice a year, by the Swedish Cooperative Centre for the information of the ex-participants and their sponsoring organisations. This information Bulletin may include subjects, e.g. Cooperative Development in the Region, latest cooperative developments in Swedish Cooperative Movement, contributions from the participants of the past seminars and information about preceding seminars and their participants.

10.4 After returning from Sweden, the participants should submit reports to their organisations with copies to the Swedish Cooperative Centre, and, wherever possible, publish articles on the topics of their studies.

10.5 It was suggested that short-term study programmes for selected former participants in their fields should be arranged at a place where they can utilize library facilities and get the guidance of cooperative advisers.

10.6 It was suggested that the Swedish Cooperative Centre and the International Cooperative Alliance may make their publications available to the ex-participants according to their need and choice. They should also keep track of the development of the cooperative movement in their respective countries with special reference to those spheres in which the participants have been specially trained.

10.7 It was suggested that Follow-up Seminars should be held at suitable intervals with the purposes of evaluating and refreshing knowledge gained by participants.

11. Miscellaneous :

11.1 The Seminar suggested that the training programmes conducted by the various International Cooperative Training Centres could be made more effective and useful if these programmes are co-ordinated. It was suggested that such co-ordination and rationalisation could be brought about under the auspices of the International Cooperative Alliance.

11.2 It was suggested that more opportunities to visit South-East Asia should be provided to those who are concerned with the conduct of Swedish seminars as it would help them in appreciating better the local problems.

11.3 In case the seminar is going to study various major topics and the participants are to be divided into different groups, it is necessary that the Swedish Cooperative Centre obtains background information from the Region on the various main problems prevalent in the Region within the field of study which is being undertaken by the participants. The participants, it was suggested, should have the choice as to which specialised group they should belong. Subject areas allotted to the participants should be in accordance with the specialisation of the participants.



11.4 The group leader should preferably be one who has good knowledge and experience of the cooperative movements in Asian countries. Visitors from the Swedish Cooperative Centre should, during their visits to Asian countries, invariably contact the ex-participants of the seminars held in Sweden. This will be useful also as a follow-up.

11.5 As regards the financial aspect of the seminar, it was suggested that the allowances to the participants could be increased considering the cost of living in Sweden.

11.6 It was suggested that the Swedish Cooperative Centre could help national Cooperative Training Institutes in the Region by way of supply of audio-visual aids for teaching Swedish Cooperation e.g. films, film strips and slides.

11.7 It was suggested that the Swedish Cooperative Centre could invite Asian students and experts of related subjects, studying in Sweden to take part in some sessions of the SCC Seminars.

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gs/Feb.25,1969

P R O G R A M M E

February 2 - 12, 1969

Session No.

Sunday, 2nd February

7.30 p.m.

Arrival of the participants at Hotel Vikram.

Welcome Dinner by S.C.C. at Hotel  
Oberoi Intercontinental.

Monday, 3rd February

9.00 - 10.00 a.m.

Registration of participants.

10.00 - 11.00 a.m.

1

Inaugural Session

11.00 - 11.30 a.m.

Tea break.

11.30 - 12.00 noon

2

Information about ICA Regional Office  
and Education Centre for South-East Asia

- Mr J.M. Rana, Director, ICA Regional  
Office & Education Centre for S.E. Asia.

12.00 - 2.30 p.m.

Lunch break.

2.30 - 3.00 p.m.

3

Information about the Swedish Cooperative  
Centre and its activities.

- Mr Alf Carlsson, Director, Swedish  
Cooperative Centre, Stockholm.

3.00 - 4.00 p.m.

4

(a) Working Methods of the Seminar

4.00 - 4.30 p.m.

Tea break.

4.30 - 5.30 p.m.

(b) Distribution of questionnaires

(c) Distribution of questions for group  
work

- Mr Rune Forsberg, Swedish Cooperative  
Centre, Stockholm.

Tuesday, 4th February

- 9.30 - 12.30 p.m.  
a.m. 5 Group Discussion on :
- 5.1 Categories of Cooperative Workers to be trained abroad.
- 5.2 Special need of training in view of various requirements of these categories.
- 12.30 - 2.30 p.m. Lunch break
- 2.30 - 4.00 p.m. 6 Plenary Session :
- Chairman : Mr Alf Carlsson
- 4.00 - 4.30 p.m. Tea break
- 4.30 - 5.00 p.m. 7 Selection of Indian Cooperative Personnel for Training Abroad.
- Mr Brahm Perakash, General Secretary,  
National Cooperative Union of India.
- Chairman : Mr P.E. Weeraman
- 5.00 - 5.30 p.m. Questions and observations

Wednesday, 5th February

- 9.30 - 12.30 p.m.  
a.m. 8 Group Discussions :
- (a) Subject areas to be studied in Sweden
- (b) Outline to Seminar Programme
- 12.30 - 2.30 p.m. Lunch break
- 2.30 - 4.00 p.m. 9 Plenary Session :
- Chairman : Mr Alf Carlsson
- 4.00 - 4.30 p.m. Tea break
- 4.30 - 5.30 p.m. 10 Presentation of Cooperative Marketing Theory
- Prof. K.F. Svardstrom  
Department of Economics & Statistics,  
Agricultural College, 75007, Uppsala  
Sweden.
- 5.30 - 6.00 p.m. Questions and observations.

Thursday, 6th February

9.30 - 12.30 p.m. a.m.	11	<u>Group Discussions on :</u> Future forms of (a) Seminars and Courses (b) Education Methods (c) Various Follow-up Actions
12.30 - 2.30 p.m.		Lunch break
2.30 - 4.00 p.m.	12	<u>Plenary Session :</u> Chairman : Mr Alf Carlsson
4.00 - 4.30 p.m.		Tea break
4.30 - 5.00 p.m.	13	Recent Developments in Cooperative Training <u>in Sweden - A Case Study of Vår Gård.</u> - Mr Gunnar Dahlander, Principal, Vår Gård, Stockholm
5.00 - 5.30 p.m. 8.00 p.m.		Questions and observations Dinner by N.C.U.I. at India International

Friday, 7th February

10.00 - 11.00 a.m.	14	<u>Cooperative Development and its Problems in India</u> - Mr B.K. Sinha, Director (CT), Ministry of Food, Agriculture, Community Develop- ment and Cooperation, Govt. of India. Chairman : Mr J.M. Rana
11.00 - 11.30 a.m.		Tea break
11.30 - 12.30 noon		Questions and observations
12.30 - 2.30 p.m.		Lunch break
3.00 p.m.	15	Visit to <u>Super Bazar, New Delhi</u> - Dr Dharm Vir, Joint Director, I.C.A. Regional Office & Education Centre

Saturday, 8th February

9.30 - 12.30 noon  
a.m.

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Recent Cooperative Developments in South-East Asia

Report from participants

Afternoon

Free for Sight-seeing in Delhi

- Mr I.S. Gupta, Office Manager, I.C.A.  
Regional Office & Education Centre.

Sunday, 9th February

Visit to Agra (Taj Mahal)

- Dr Dharm Vir

Monday, 10th February )

17

Study visits to Cooperatives in the  
Punjab State

Tuesday, 11th February )

- Mr Lionel Gunawardana, Deputy Director,  
I.C.A. Regional Office & Education Centre

- Mr Shiro Futagami, Deputy Director,  
ICA Regional Office & Education Centre.

Wednesday, 12th February

2.30 p.m.

18

Final Plenary Session

Chairman : Mr Alf Carlsson

Presentation of the Draft Report

Concluding Remarks

7.30 p.m.

ICA Dinner  
Ashoka Hotel, New Delhi

gs/February 19,1969

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SCC-ICA FOLLOW-UP SEMINAR (SOUTH-EAST ASIA)

New Delhi, India, February 2-12, 1969

List of Participants

A. Participants

1. CEYLON

1. Mr W.B.C. Senerat-Nandadeva  
Deputy Commissioner of Cooperative  
Development,  
Department of Coop. Development  
Duke Street, P.O. Box 419,  
Colombo -1.

2. Mr Rohita Tillekeratne  
Hirana Road, Walana  
Panadura.

2. INDIA

3. Mr B.L. Dhar  
Deputy General Manager  
Super Bazar  
The Cooperative Store Limited  
Connaught Circus  
New Delhi- 1.

4. Mr K.C. Jain  
Secretary  
The National Federation of  
Industrial Cooperatives Ltd.,  
A-26, N.D.S.E. (Part II)  
New Delhi - 16.

5. Mr R.V. Nadkarni  
Reader  
Vaikunth Mehta National  
Institute of Coop Management,  
5, B.J. Road  
Poona-1.

6. Mr Syed Turabul Hasan  
Special Category Deputy Registrar (Coop)  
Office of the Collector  
Mahabubnagar (A.P.)

- |    |             |     |  |
|----|-------------|-----|--|
| 3. | JAPAN       | 7.  | Mr Tetsuo Toyofuku<br>Fund Section of Accounting Department<br>National Purchasing Federation of<br>Agricultural Cooperative Associations<br>5, 1-chome, Otemachi, Chiyoda-ku<br>Tokyo.      |
| 4. | MALAYSIA    | 8.  | Mr Sulaiman bin Daud<br>Department of Cooperative Development<br>Alor Setar<br>Kedah.  |
|    |             | 9.  | Mr N. Jeganathan<br>Central Accounts Office<br>Post H.Q., Federal House<br>Kuala Lumpur.   |
| 5. | NEPAL       | 10. | Mr Bhogendra Chaudhary<br>Department of Cooperatives<br>Ministry of Land Reform & Agriculture<br>His Majesty's Government<br>Singh Durbar<br>Kathmandu.                                      |
| 6. | PAKISTAN    | 11. | Mr Hamid Ahmad<br>Asstt. Registrar of Coop Societies<br>13, Gulberg Road<br>Lahore, West Pakistan.   |
| 7. | PHILIPPINES | 12. | Mr Ben P. Faustino<br>General Manager,<br>Central Coop Exchange Inc.,<br>Rooms 113-115, 2nd Floor, ARLE Building<br>Corner J Ruiz Street & Aurora<br>Boulevard Extension<br>San Juan, Rizal. |
| 8. | THAILAND    | 13. | Mr Kwanthal Thaiyadham<br>Ministry of National Development<br>Rajdamnern Avenue<br>Bangkok.  |

B. Swedish Cooperative Centre

- |     |  |
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| 14. | Mr Alf Carlsson<br>Director<br>Swedish Cooperative Centre<br>Fack, Stockholm 15<br>Sweden. |
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Swedish Cooperative Centre (contd...)

15. Mr Gunnar Dahlander  
Principal  
Var Gard  
Stockholm, Sweden
16. Prof. K.F. Svardstrom  
Lantbrukshogskolan  
Institutionen for ekonomie och statistik  
Uppsala 7  
Sweden
17. Mr Rune Forsberg  
Swedish Cooperative Centre  
Fack, Stockholm 15, Sweden.
18. Miss Heidi Wasstrom  
Swedish Cooperative Centre  
Fack, Stockholm - 15  
Sweden.

C. International Cooperative Alliance  
New Delhi

19. Mr P.E. Weeraman  
Regional Officer
20. Mr J.M. Rana  
Director (Education Centre)
21. Mr M.V. Madane  
Joint Director  
(Technical Assistance & Trade)
22. Dr Dharm Vir  
Joint Director (Education Centre)
23. Mr Lionel Gunawardana  
Deputy Director (Education Centre)
24. Mr Shiro Futagami  
Deputy Director (Education Centre)

Secretaries

25. Mr S. S. Avadhani
26. Mr Gurcharan Singh